ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project

BY

Tigest Sileshi

Advisor: Temesgen Belayneh (PhD)

JUNE , 2017

ADDIS ABABA, ETHIOPIA

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A PROJECT WORK SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS DEGREE IN PROJECT MANAGEMENT

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DEPARTMENT OF PROJECT MANAGEMENT

This is to certify that the thesis is prepared by Tigest Sileshi, entitled: “Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project” and submitted in partial fulfillment of the requirements for the degree of Masters of Arts in project management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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DECLARATION OF CANDIDATE

I hereby declare that this research entitled “Assessment on Project Management Practices: a case study on Japanese Social Development Trust Fund Grant Project” is my own work and that it has not been submitted anywhere for any approval.

Name: TIGEST SILESHI

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STATEMENT OF DECLARATION

This is to certify that Tigest Sileshi has carried out this project work entitled: "Assessment of project management practices is case of Japan Social Development Fund grant project" under my supervision. This work is original in nature and it is sufficient for submission as the partial fulfillment for the award degree in Masters of art in project management.

Advisor	**Signature**	**Date**

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ACRONYMS

ASM	Artisan and Small-Scale Mining
JSDF	Japanese Social Development Trust Fund
MoM	Ministry of Mines of the Federal Democratic Republic of Ethiopia
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institution
SNNPR	Southern Nations, Nationalities and People's Region
WB	World Bank
WBS	Work Breakdown Structure

ABSTRACT

It is assumed that there are certain generally accepted project management practices which enhance the effectiveness of managing projects which are expected to be distinctive irrespective of the type of organization or project. Hence, the main purpose of this study is to assess project management practices in Japanese Social Development Trust Fund project using the ten project management knowledge areas defined by PMBOK. Primary data collection was done by semi-structured interview; and close ended questionnaire was collected from employees involved in project work selected in census survey and as to secondary data; related books, articles, journals and publication from the project office were reviewed. Accordingly, descriptive research design and quantitative approach were employed in this study. Percentages and mean were used to analyze the data obtained. The findings of the study showed that, some project management knowledge areas i.e. Project scope, time, quality, cost, risk and integration management were not effectively practiced in the project. Correspondingly, project stakeholders, human resource, communication and procurement management were practiced traditionallyeven though formal procedures were not followed as a standard for project management which is due to no professional project management person was assigned in the project. Thus, this study suggested for the project to implement project management knowledge areas by following formal procedures based on the processes under each knowledge areas.

Key words: Project management, Project management knowledge areas, Project management practice

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Project management has become progressively more important in the growth of any nation. Various organizations have used project management techniques as a means of bridging the gap between failure and success in the implementation of projects. Regardless of this increasing awareness of project management by organizations, projects still fail.

Project management is being regarded as mandatory for the survival and success of projects such as the one being studied. It is mandatory not only for project based organizations but also for any firm in order to survive in rapidly changing technological and market environment. Nowadays, most firms are realizing that project management and productivity are related and businesses should be managed as a series of projects (Kerzner, 2009).

We can say a project is successful when the objectives of the project have been achieved to the full satisfaction of the users, all closeout activities have been completed and all designated interest, including the project's sponsor and/or initiator officially accepts the project results or products and closes the project (Wideman 2002).

Even though the above are the right theoretical definitions of the terms, it doesn't necessarily mean that every organization is practicing project management or uses its principles, techniques, tools and templates. Some organizations manage projects using the traditional hierarchical structure and others incorporate the project structure into their existing structure and there are also organizations with pure project organizational structure.

Hence, the purpose of this study is to assess the effectiveness of projects by groping how managers are undertaking the project knowledge areas such as project scope management, project time management, project cost management, project quality management, project risk management, project integration management, project human resource management, project communication management, project Procurement management and project stakeholder management; which are discussed later in this work.

1.2 Background of the Project

In order to ensure the economic, environmental and social sustainability of artisanal miners, the Ethiopian government, specifically the Federal Ministry of Mines (MoM), with the support of the Japanese Social Development Fund (JSDF), through World Bank, is going to support 30 artisan and small-scale mining (ASM) communities in six Ethiopian regional states (Oromia, Tigray, SNNP, Benishangul-Gumuz, Amhara and Afar), which are engaged in the artisanal mining of gold, gemstones, salt, industrial minerals and tantalum.

The main development objective of this project is to significantly reduce the poverty levels of ASM communities in rural Ethiopia, with an additional emphasis to increase the share of formal employment of female ASM members.

This project is funded through a grant from the JSDF, administered by the World Bank (WB) and executed by the government of Ethiopia. MoM and its gender mainstreaming directorate are responsible for the project coordination and implementation, using the existing institutional mechanisms. With support and oversight provided by the World Bank, the MoM is responsible for the day to day management, strategy development, procurement and other implementation aspects of the project.

WB is responsible for administering the grant fund provided by Japan under the JSDF as a Trust Fund. In addition to administering the trust fund, the WB provides supervision support to the project, advising on financial management, procurement as well as on project design and implementation, making use of its sectoral experience elsewhere.

The total project cost, including contingencies, is USD $3 million which is funded from JSDF. The total of 2,865.050 USD is transferred to the Ministry’s account the rest has gone to the World Bank for some operational purposes.

The JSDF project was expected to be implemented over a period of four years, starting in November 2011 and closing 04 November 2015. However, there has been 17months delay on the project.

1.3 Statement of the Problem

A project, to effectively meet its intended goals, needs to have a certain practices. Wideman (1999:2) defines a practice as "a way of doing things". It is assumed that there are certain generally accepted project management practices which enhance the practice of managing projects which are expected to be distinctive irrespective of the type of organization or project. A best practice is defined as "A strategy, approach, method, tool or technique that is particularly effective in helping an organization to achieve its objectives for managing a project" (Best practices in project management: Private and public sectors internationally, 2001:1).

During document analysis in the project office, some problems were identified. There has been an extended delay in the project and there were some unattended goals of the project. These problems are believed to be due to lack of following some project management practices like time, quality, integration and e.tc.

According to (Wideman, 1998:7), "Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management". There are ten project management knowledge areas covered by the PMBOK guide (Newton, 2013).

Hence, this study mainly places the concern of assessing the project management practice of the Japanese Social Development Trust Fund (JSDF) Grant Project using the ten project management knowledge areas defined by PMBOK.

1.4 Research Questions

1.4.1 Basic Research Questions

- What is the current project management practice in JSDF grant project?
- Are the project management knowledge areas being practiced in JSDF grant project?
- Which project management practices need to be implemented and/or improved in the JSDF grant project?

1.5 Objectives of the Study

1.5.1 General objective of the study

The main objective of the study is to assess the project management practices in case of Japanese Social Development Trust Fund (JSDF) Grant Project.

1.5.2 Specific objectives of the study

Below are the specific objectives of this study;

- To identify the current project management practice in JSDF grant project.
- To assess if project management knowledge areas were practiced in JSDF grant project.
- To pinpoint the gap in which the project management practices need to be improved in JSDF.

1.6 Significance of the Study

This study can be helpful for the project to demonstrate the contribution of effective project management processes and techniques so as to improve the practice of upcoming project to be done in the Ministry. That is to attain the goals of the project within planned time, under the given budget and at agreed or targeted quality required of products efficiently and effectively. This study will also be an input to identify in which of the life cycle of the project that the project needs improvement.

Moreover, the study will also help to understand the role of practicing project management process/ knowledge area and applying it for further development. In addition, this paper work will serve as a future reference for researchers on the subject matter.

1.7 Limitation of the study

Due to the remoteness of the project work areas, direct observation was not done. Similarly, data collection was a bit difficult as the project members usually were going to the project areas located in six regions. In addition, some project management practice concepts were not covered; for instance, project activities maturity level models, the five project management process groups and their processes which have significant value for project performance improvement.

1.8 Scope and Delimitation of the study

The study focused only on one specific project i.e. Japanese Social Development Trust Fund (JSDF) Grant Project for support of Artisanal Miners in Ethiopia, project due to the fact that information was available to a great extent.

This study is only concentrated on assesing project management practices, through the generally accepted project management knowledge areas defined by PMBOK, which will enhance the management of projects.

1.9 Organization of the study

This thesis work has five chapters. The first chapter includes introductory part with background of the study, background of the project, statement of the problem, research objective, research questions, significance of the study, limitation of the study, and scope and delimitations of the study. Chapter two is composed of the review of various books and journal articles to base the study on existing literature. This chapter discusses relevant issues to build understanding of the subject matter. Chapter three contains the details of the research methodology to gather and analyze data from which findings are drawn. Chapter four contains the analysis of the data gathered by means of data collection methods and instruments indicated in the methodology part. The last chapter discusses about summary, conclusion and recommendation. The references used in the study, interview guide and questionnaire used are included in the Appendix section.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

Lately, researchers have become increasingly interested in project management effectiveness and the factors that affect it. This literature review part is to provide a summary of previous related studies and various literatures on the research problem areas. The available literature is aimed to review the major concept and research problem related with this research topic. Its intent is to answer the research questions and contribute to the emergent knowledge base of project management practice in the project office. The literature review is more concentrating on the project management practice.

2.2 Definitions of Project

A project has been defined as "a complex, non-routine, one-time effort limited by time, budget, resources, and performance specifications design to meet customer needs" (Gray, C.F. & Larson E.W., 2008: 10-11). According to (Wysocki, 2014) a project is defined as a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification.

Projects, as a way to attain objectives, have been used since ancient times, generating important results to society and culture like The Great Wall of China, Ancient Roman roads, the first steam engine and many others. A project is a new, unique and temporary set of activities, with a defined beginning and end, which uses resources in a planned and organized way with the purpose of reaching certain objectives. The temporary nature of projects stands in contrast with repetitive or permanent activities (Liviu et al., 2010).

Duncan (1996:4) defines a project as "a temporary endeavor undertaken to create a unique product or service". Meaning that, every project has a definite beginning and end by doing something which is not done before.

Another definition of project by Reiss (1992:11) adds the human (resource) element to the definition by suggesting that a project is "a human activity that achieves a clear objective against a time scale" with the following characteristics:

- One clear objective
- A fixed time scale (end date)
- A team of people (projects are human endeavors)
- No practice or rehearsal (a project is unique)
- Change (the end product of the project will be something new and different)

2.3 Definitions of Project management

Project management is a set of tools, techniques, and knowledge that, when applied, helps to achieve the three main constraints of scope, cost and time. (Charvat,2003)

According to Gray and Larson (2006), project management is a task derived from an organization that enables professional project managers to use their skills, tools and knowledge to plan, execute and control a unique project within a limited lifespan by meeting the specification requirements of the organization.

Another definition of project management by (APM, 2006) is the process by which projects (unique, complex, non- routine, one-time effort limited by time, budget, and resources) are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized.

Project management is the application of knowledge, skill, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from project. Meeting and exceeding stakeholder needs and expectations invariably involves balancing competing demands among scope, time, cost and quality; stakeholders with differing needs and expectations and identified needs and unidentified expectations (PMBOK 1996, Wideman 2002).

2.4 Success/effectiveness of Project and project management

Project management effectiveness is a measure of the quality of attainment in meeting objectives. It is the extent to which the goals of a project are attained, or the degree to which a system can be expected to achieve a set of specific requirements (Wideman 2002).

Shenhar et al. (2001) state that project success is commonly judged by time and budget goals criteria, whereas in some cases this does not apply to any projects. Lewis (2005) states that project success can be defined as meeting the required expectation of the stakeholders and achieving its intended purpose. This can be attained by understanding what the end result would be, and then stating the deliverables of the project.

Commonly, the attitudes on project success have developed gradually over the years from simple explanations that were restricted to the implementation phase of the project life cycle to explanations that reflect the gratitude of success over the whole project and product life cycle (Jugdev and Muller, 2005).

There are common dimensions of projects acknowledged by different scholars; time, budget and specifications of projects. However, time, budget and specifications are not sufficient to measure project management success as dimensions. Thus, the quality of the project management process and the satisfaction of the project stakeholder's expectations also need to be considered (Baccarini 1999, Schwalbe 2004).

Therefore, extending the traditional triangle to include the quality of the management process, the integration, the scope, the communication, the procurement, the risk and stakeholder management process will be able to provide a more complete view of project management success. That is why this study benchmarks the project management knowledge areas defined by PMBOK as a means for an effective project management.

Effectiveness is defined as being "a measure of the quality of attainment in meeting objectives; to be distinguished from efficiency which is measured by the volume of output achieved for the input used" (Wideman, 2001:1). Hence, effective project management is very important in such unpredictable business environment.

2.5 Project Management Processes

A project has a set of objectives, a start and end, and a budget. The purpose of project management is to achieve the project objectives on time and within budget. In reality, project management is an ongoing task of balancing the scope against time, cost, quality, and any other constraints placed on the project. A guide to the PMBOK provides best-practice approach to tackling project management challenges across the industry at all professional levels. The five PMBOK process groups outline the necessary competencies that must be achieved in order to secure the most effective use of project resources. The project management processes, according to PMBOK, can be organized into five groups (PMI 2013).

2.5.1 Initiating Process Group

This process is officially committing to start a project. The anointed project manager unearths the real objectives of the project, identifies the potential project stakeholders, and works with the customer and other stakeholders to come up with an approach to achieve those objectives. This process involves setting clear phases for the work to be completed, initializing teams and having the budget in place before work.

2.5.2 Planning Process Group

This is working out the details of how you are going to solve the problem. During the planning phase, you identify all the work that must be done, who does it, when they do it, how long it takes, and how much it costs. This process group also addresses a more narrow clarification of all project goals and expectations and puts in place the project infrastructure necessary to achieve those goals according to the timeline and budgetary constraints.

2.5.3 Executing Process Group

This process group involves managing teams effectively while coordinating time line expectations and reaching benchmark goals. Project managers utilizing this set of skills will demonstrate a high degree of organization and communication skills while addressing team concerns.

2.5.4 Monitoring and Controlling Process Group

This process group focuses on monitoring and measuring project performance to see whether the project is on track with its plan. Processing change orders, addressing ongoing budget considerations, and mitigating unforeseen circumstances that may affect a team's ability to meet initial project expectations are all part of the core skills and competencies involved in this process group.

2.5.5 Closing Process Group

This process group includes officially accepting the project as complete, documenting the final performance and lessons learned, closing any contracts, and releasing the resources to work on other endeavors. It addresses the culmination of strong project management skills demonstrated throughout the other interrelated processes that guided the project. Good closure brings great reviews and can increase future word of mouth referrals.

Some additional characteristics of the project processes are:

- Process groups are linked by the results they produce; the result or outcome of one becomes an input to another.
- Process groups are not discrete, one-time events; they are overlapping activities which occur at varying levels throughout each phase of the project.
- The process group interactions also cross phases such that closing one phase provides an input to initiating the next which means that in actual projects there will be many overlaps.

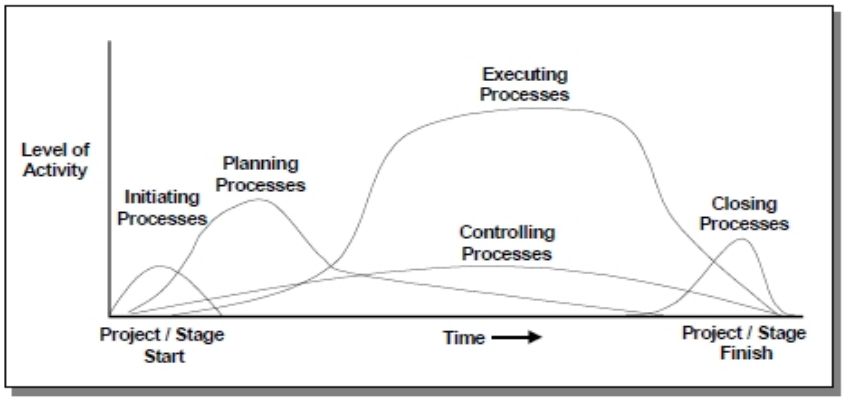


Figure 2.1 Processes Interaction

Source: Duncan, 1996:148

2.6 Project management practices

Project management processes and techniques are used to coordinate resources to achieve predictable results. Best practice is based on experience and is used to describe the process of developing and following a standard way of doing things. In project management, best practice is a general term that includes: guidelines and international standards. Both standards and guidelines are looking to improve project management (Liviu et al., 2010).

Figure 2.2 the advantage of using Best practices in project management

Source: Liviu et al., 2010

Though there are different indicated project management practices defined by different scholars, this study will be benchmarking the ten project management areas defined by PMBOK.

According to (Wideman, 1998:7), "Project Management Body of Knowledge (PMBOK) published by the Project Management Institute (PMI) represents the knowledge and practice that is generally accepted and unique or nearly unique to the field of project management".
The PMBOK identifies nine project management knowledge areas which describe knowledge and practice in terms of its specific processes (Duncan, 1996:6).

This study however will use all the ten project management knowledge areas defined on PMBOK guide listed and described below.

1. **Project Scope Management**

   It is the criteria (measure) for project success (time, cost and deliverables) must be determined and agreed upon with all stakeholders at the beginning of the project.
   It ensures the inclusion of all the work required to complete the project successfully.

   According to PMBOK the major project scope management processes includes initiation to begin the next phase of the project. Then, scope management plan so as to know how the scope will be defined, validated and controlled including how to prevent scope creep, how to handle change requests, escalation path for disagreement on scope elementsbetween stakeholders, process for creating scope statement, WBS, how the deliverables will be accepted. According to Schwalbe (2009), this process is the first step in project scope management in which the project's size, complexity, importance, and other factors will affect how much effort is spent on scope planning and the main output is a project scope management plan and the tools and techniques are template forms, standards as well as expert judgment.The third process would be collecting requirements and comprises a condition that must be met by a deliverable to satisfy a contract standard including documented needs, wants, expectation of the stakeholders using stakeholder requirements, project requirements, quality requirements with interview, focus groups, observation, questionnaire, document analysis, etc. The next process to have is scope definition which helps to define project and product scope, outlines what will be and what will not be included in the deliverables, including details of risks, constraints and

assumptions. Project scope statement includes objectives, scope, requirements, boundaries, deliverables, cost estimation, specifications, etc. The other main process is having a WBSto break down the major project deliverables into smaller, more manageable components. WBS can provide alternatives if the budget and schedule could not meet managements' expectations. After having the WBS we need to verify scope to-formalizing acceptance of deliverables from stakeholders/customers near the end of project/ phase deliverables. Finally, there need to be a scope change control for controlling and assessing changes to project scope. It measures the work product against the scope baseline to ensure the project stays on track proactively so as to prevent unnecessary changes to the project.

2. Project Time Management

It is an integrated project schedule (plan) which identifies activity sequences, activity duration and resource requirements. The processes required to ensure the timely completion of the project by identifying and documenting the specific activities (work to be done) to produce the project deliverables (outcomes).

Project Time management includes the following activities. (Duncan, 1996)

- *Activity Definition* - identifying the specific activities that must be performed to produce the various project deliverables. It further decomposes work packages into activities for more detailed and accurate estimations.
- *Activity Sequencing* - identifying and documenting interactivity dependencies.
- *Activity Duration Estimating* - estimating the number of work periods which will be needed to complete individual activities.
- *Schedule Development* - analyzing activity sequences, activity duration and resource requirements to create the project schedule. The schedule baseline is the approved and signed version of project schedule that is incorporated into the project management plan.
- *Schedule Control* - controlling changes to the project schedule by measuring results, making adjustments.

3. Project Cost Management

The process required to ensure the project is completed within the approved budget. Here, costs for the project have to be calculated by developing an estimate of the costs for the resources needed to complete project activities and resources have to be planned, by determining what resources (people, equipment and materials) and what quantities of each are needed to perform project activities.

The major processes under project cost management stated in PMBOK are, resource planning, cost estimating, determine budget and cost control. In resource planning, we need to know what resources (people, equipment and materials) and what quantities of each should be used to perform project activities. After determining resources, the second process would be estimating the cost by developing an approximation (estimate) of the costs of the resources needed to complete project activities, which includes indirect cost and contingency reserves. Then allocating the overall cost estimate to individual work items, and determine when to spend the money would be the next process. Finally, there has to be change control to the project budget by checking against the project funding requirements.

4. Project Quality Management

The process ensures if the project will satisfy the needs for which it was undertaken. In this process, quality standards for the project deliverables (outputs) must be identified.

There are three sub-processes which need to be included in the process. The first is quality planning which helps in identifying which quality standards are relevant to the project and determining how to satisfy them. Then, quality assurance comes so as to evaluate the overall project performance on a regular basis to provide confidence that the project will satisfy the relevant quality standards. Finally, quality control which helps in monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.

5. Project Human Resource Management

According to human resource management expert, John M. Ivancevic (2010), Human resource management is defined as the process of linking the human resource function with the strategic objectives of the organization in order to improve performance. Human resource Management is required to make the most effective use of people involved with the project.

The major sub processes under project human resource management identified are organizational planning which helps in identifying, documenting and assigning project roles, responsibilities and reporting relationships. Networking is useful in understanding skills of individuals and political and interpersonal factors within the organization. Then it is staff acquisition supports in getting the human resources needed assigned to and working on the project. The third is team development so as to develop individual and group skills to enhance project team performance. The final sub process is manage project team which helps to track team members performance by offering feedback, support, manage conflicts, resolve issues so as to increase creativity and better decision making.

6. Project Communications Management

The process is required to ensure the timely and appropriate generation, collection, dissemination, storage, and ultimate disposition of project knowledge.

A communications' plan must be developed which identifies the information and communication needs of the role-players.

According to PMI in PMBOK guide, there are four major processes under this knowledge area. The first is communications planning which helps in determining the information and communications needs of the stakeholders who needs what information, when will they need it and how will it be given to them. Then it is information distribution which supports to make all needed information available to project stakeholders in a timely manner. The third is performance reporting which helps in collecting and disseminating performance information which includes status reporting, progress measurement and forecasting. Finally, administrative closure comes so as to generate, gather and

disseminate information to formalize phase or project completion and to ensure optimal information flow for effective stakeholder expectation management.

7. Project Risk Management

Kerzner (2009), states that risk management is the act or practice of dealing with risk. It includes planning of risk, identifying risks, analyzing risks, developing risk response strategies and monitoring and controlling risks to determine how they have changed. Risk management is one aspect of sound project management and seeks to increase the probability of project success. It is concerned with identifying, analyzing, and responding to project risk. Early warning signs of problems (risks) in the project must be responded in good time.

The sub processes in project risk management are risk identification which helps to determine which risks are likely to affect the project and documenting the characteristics of each. Then it is risk quantification which supports in evaluating risks and risk interactions to assess the range of possible project outcomes. The third is risk response development for defining enhancement steps for opportunities and responses to threats. The last process would be risk response control which aids in responding to changes in risk over the course of the project and check if assumptions are still valid, procedures are being followed and any deviance. It also includes identifying new risks and evaluate effectiveness of risk response plan.

8. Project Procurement Management

According to the PMBOK, this process is required to acquire the goods and services from outside the performing organization and includes the below major processes. Procurement Statement of Work (SOW) is a legal document subject to legal reviews and legal advice should be sought throughout the whole procurement process.

The first process is procurement planning that helps in determining what to procure, when to procure and whether to obtain products/services outside of the organization. The next process is solicitation planning; it helps to document product requirements,

identifying potential sources and pre-meeting with them. Then it is solicitation which helps in obtaining quotations, bids, offers, or proposals as appropriate. The third process is source selection and conduct procurement that supports to choose from among potential sellers and award the contract. Then it is control/administer procurements which aids in managing the relationship, monitor contract performance, make changes and corrections. Finally it is contract close-out for completing and settling the contract, including resolution of any open items.

9. Project Integration Management

According to project management body of knowledge guide, the processes required to identify, combine, unify and coordinate various activities and manage interdependencies to ensure various elements of the project are properly coordinated.

The major processes under project integration management are; develop project charter, project plan development, project plan execution and overall change control. The first process helps formally authorize the project and allow the project management to apply organizational resources. Project plan development aids in taking the results of other/subsidiary planning processes and putting them into a consistent, coherent document. Project plan execution helps to carry out the project plan by performing the activities included therein and implementing the approved process improvement plans and changes. Finally, overall change control supports in coordinating changes across the entire project.

10. Project Stakeholder Management

Duncan (1996:15) defines project stakeholders as “individuals and organizations who are actively involved in the project, or whose interests may be positively or negatively affected as a result of project execution or successful project completion”.

The process includes;

- *Identify stakeholders*- documenting stakeholders' importance/influence and their interest Levels.
- *Plan stakeholder management*- contains desired engagement levels, scope and impact to stakeholders, interrelationships, communication requirements and forms, how to update the plan.
- *Manage stakeholders Engagement*- Effective communication between project stakeholders so as to meet their expectations and address issues. It includes building trust and resolve conflicts, negotiation and communication skills.
- *Control stakeholders' engagement*- monitoring overall stakeholder relationships and adjusting strategies and determining frequency of project progress review with customer.

2.6 Conceptual Framework for accessing Project Management Practices

The proposed framework for this research is illustrated in Figure 2.3. It showsassessing project management practices with the tenproject management knowledge areas.

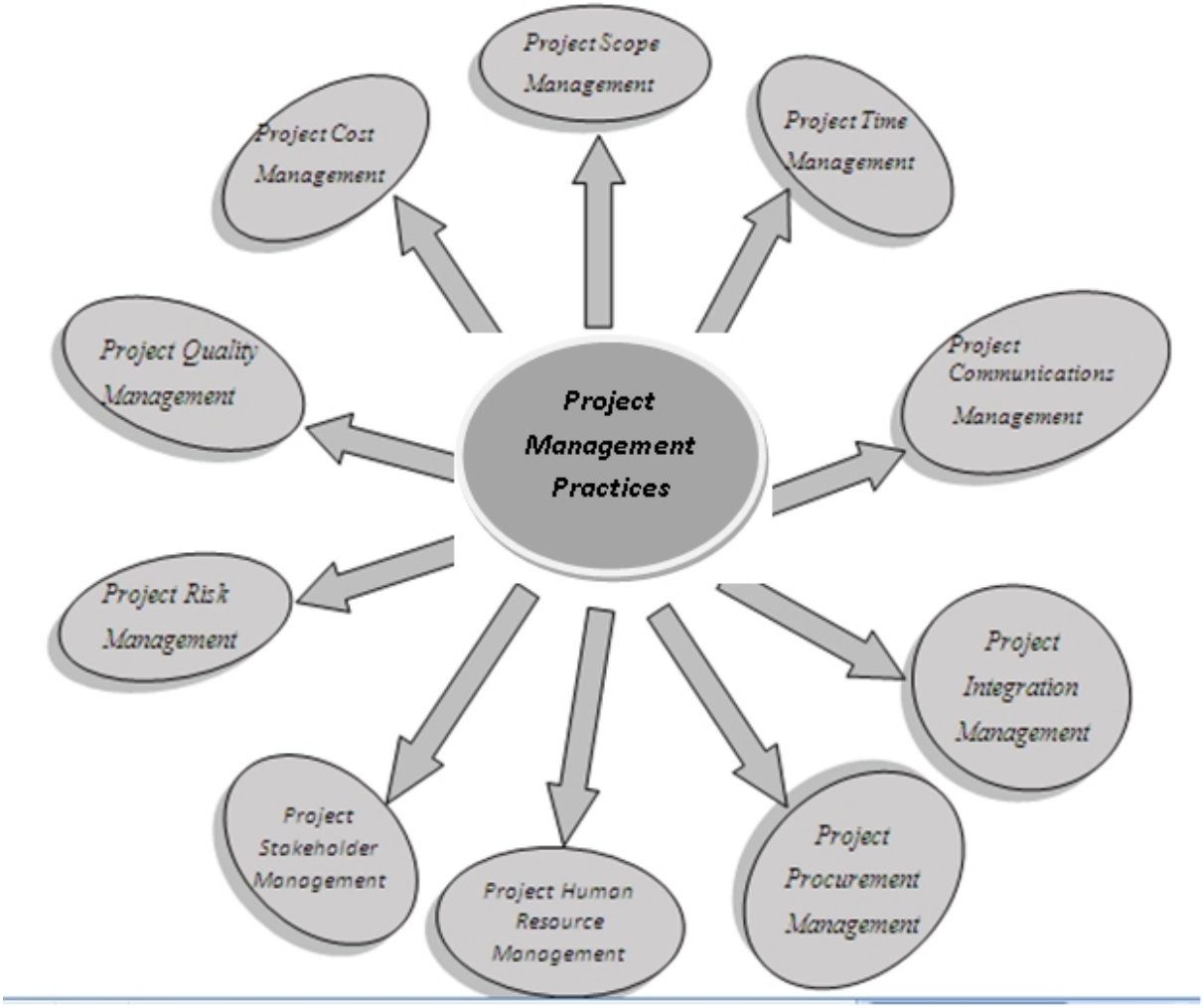


Figure 2.3 Conceptual framework for accessing project management practices
Source: prepared by the researcher, 2017

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach and Method

The project organization is selected based on accessibility to get required information to carry out the study. In this research, a qualitative approach is selected which is concerned with making inference based on perspective. So it is extremely important to get as much data as possible for later analysis to ensure the effectiveness of project management practices and investigate how the knowledge areas of project management were adopted properly in the project.

This study was conducted with descriptive research method of qualitative approach. Primary data sources were used from employees involved in project work includes the technical experts and support staff, top level executives and internal documents that could give information related to the project management practice of the project. Secondary data on the other hand were used from related journals, articles, books and some project publications.

3.2 Sources of data

So as to get adequate data, the study selected respondents on census survey and engaged both primary and secondary sources of data. As the primary source of data, the study used semi-structured interview and close ended questionnaire which helped in answering questions related to the study objectives. As a secondary data source: articles, related books, journals, publication from the project office and other online information were reviewed.

3.3 Population of the study

According to Hair et al. (2010), target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information. Therefore, for this study, the target population includes employees involved in project work.

For the purpose of this study, the researcher used census survey for the project employees as they are few in number, including all the project coordinator, project manager, project members and support staffs. According to (Parker, 2011), in a census survey every participant has an opportunity to participate which reduces the concern on accuracy. Therefore, the study conducted all the 45 respondents from the employees involved in project office..

3.4 Methods of data collection

In order to achieve the objective of this research, both primary and secondary sources of data were used.

The instruments engaged in order to collect primary data, semi- structured interview and questionnaires were designed focusing on the effectiveness of project management practices, benchmarking the ten knowledge areas defined by PMBOK and based on the related review of literature. Semi-structure interview was conducted with the project coordinator and two leaders of the project which serve as project managers. Questionnaires were distributed for the project coordinator, project manager, project members and support staffs of the project.

In addition secondary data were collected by reviewing related books, articles, journals and publication from the project office.

3.5 Method of Data Analysis and Presentation

The collected data were analyzed using both quantitative and qualitative methods. To analyze the collected data with questionnaire in line with the overall objective of the research, statistical procedures were carried out. While the data obtained with the semi-structured interview were analyzed qualitatively using sentences and phrases by bringing the common ideas and concepts of the responses together into a common understanding.

3.6 Validity of Reliability

The validity and reliability of the research has been taken into consideration. The study gave virtuous care for issues of the data, the process and the output of the research. Validity of the questionnaire was done through consultations with the advisor in order to establish any built-in errors in the measurement of the questionnaire.

The researcher also did Cronbach's alpha test to check reliability, of the questionnaire using SPSS 20. The finding showed that overall Cronbach's Alpha value is 0.88 which is considered as acceptable, suggesting that the items have relatively high internal consistency.

The reliability of the questionnaire is presented in the table 3.1 indicates that the proposed constructs have a relatively high reliability, having a Cronbach's alpha value ranging from 0.702 – 0.787, which is considered as satisfactory. Nunally (1978) suggested that the minimum of 0.70 would be an acceptable level. Similarly, it has been stated on (Hair et al., 1998) that, a commonly used value for acceptable reliability is 0.70.

Table 3.1 Reliability Result of the Constructs

No.	Variables	Cronbach's Alpha	No. of Items	Scale
1	Project Scope Management Practice	0.787	5	1-5
2	Project Time Management Practice	0.728	5	1-5
3	Project Quality Management Practice	0.711	4	1-5
4	Project Cost Management Practice	0.705	5	1-5
5	Project Risk Management Practice	0.741	5	1-5
6	Project Integration Management Practice	0.702	4	1-5
7	Project Stakeholders Management Practice	0.733	5	1-5

8	Project Human Resource Management Practice	0.710	5	1-5
9	Project Communication Management Practice	0.718	5	1-5
10	Project Procurement Management Practice	0.706	7	1-5

Source: Own survey, 2017

3.7 Research Ethics

When you are doing your research you should not treat people unfairly or badly. You should not harm people, or use the information you discover in you research to harm them, or allow it to be used to do harm (Fisher, 2007).Thus, the researcher followed ethically and morally acceptable processes throughout the research process. The data were collected with the full permission of the participants and confidentially without disclosing the respondents' identity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the presentation, analysis and interpretation of the data which was collected from respondents. To analyze the collected data from the questionnaires distributed in line with the overall objective of the research, statistical procedures were carried out using SPSS q20.0 software. The questionnaire were developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagrees. While Qualitative analysis is done for the semi-structured interviews conducted.

4.2 Response Rate

Among the total of 45 questionnaires distributed to the project office 41 questionnaires were appropriately filled and returned which gives 91% return rate which is assumed to be suitable for further analysis. An interview was also held with the project coordinator and two project managers as a source of primary data.

4.3 Respondents' Demographics

Table 4.1 Demographic information of the respondents'

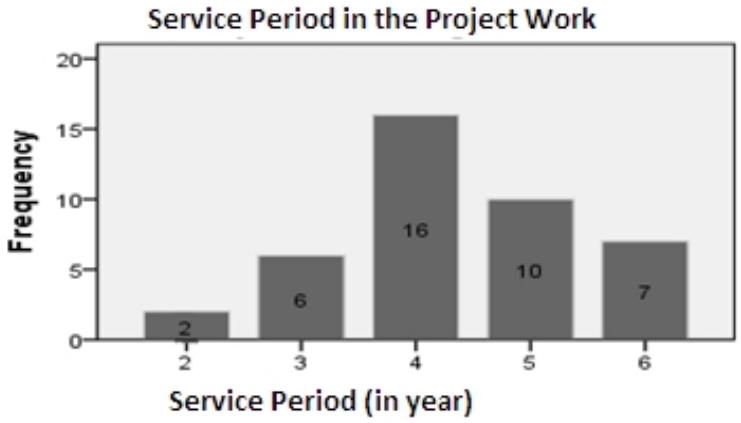
No.	**Description**		**Respondent**		**Total**	
			Frequency	**%**	**N**	**%**
1.	Sex	M	35	85.4	41	100
		F	6	14.6		
2.	Age	Below 30	7	17.1	41	100
		30-40	11	26.8		

		41-50	13	31.7		
		Above 50	10	24.1		
3.	Educational Level	MA/MSc	4	9.8	41	100
		BA/BSc	26	63.4		
		Diploma	11	26.8		
4.	Position in the Project Work	Project Coordinator	1	2.4	41	100
		Project Manager	2	4.9		
		Project Member	11	26.8		
		Support Staff	27	65.9		

Source: own survey, 2017

Out of forty-one participants six are female and the remaining thirty-five are male respondents. Among the respondents, one is the project coordinator, two project managers, eleven project members and the remaining twenty-seven are support staffs. There are three respondents who are MSc/MA holders, 26 BA/BSc holders and 11 diploma holders. As to the educational background of the respondents, which is analyzed qualitatively, various fields of studies were identified i.e. Leadership and good governance, Foreign language and literature, Economics, Management, Engineering, accounting, Information Technology etc. there is no single respondent with project management educational background.

Figure 4.1 Respondents' service period in the project work



Source: own survey, 2017

As shown on figure 4.1, only two of the respondents have two years of service period in the project work, six of the respondents have participated in the project for three years, and there are 16 participants with 4 years of service period and the other 10 have 5 years of experience, the rest are 7 respondents with 6 years of experience in the project work. This result implies, most of the respondents have been involved since the starting period of the project which helps this paper work to obtain genuine data from the responses of the questionnaire.

4.4 Assessing the general questions raised about the project

Table 4.2 General background about the project

No.	Description				Respondent		Total	
					Frequency	%	N	%
1.	Major challenges of the project	Internal	Lack of clarity in scope	Yes	8	19.5	41	100
				No	33	80.5		
			Time, Cost and Quality	Yes	18	43.9	41	100
				No	23	56.1		
			Resource	Yes	7	17.1	41	100
				No	34	82.9		
		External	Organizational Culture	Yes	19	46.3	41	100
				No	22	53.7		
			Government	Yes	2	4.9	41	100
				No	39	95.1		
			Environment	Yes	16	39.0	41	100
				No	25	61.0		

2.	Training Access	Yes	Monthly	1	2.4	41	100
			Quarterly	3	7.3		
			Semi-Annually	23	56.1		
			Yearly	3	7.3		
			Once	9	22.0		
			No Response	2	4.9		
		No		0	0		
3.	Status of the project success	Very Successful		0	0	41	100
		Successful		2	4.9		
		Fairly Successful		39	95.1		
		Not Successful		0	0		

Source: own survey, 2017

On table 4.2, which show the general background of the project, all of the participants responded that there is no separate project management department in the organization. Regarding the major challenges of the project, some of the respondents mention that there are internal challenges while most of them responded the challenge was primarily external. This shows that the project faces both internal and external challenges. Concerning the training access in the project, all the respondents agreed that there is a training access in the organization. With the respect to the status of the project success, while only 2 rated it as a successful project, the remaining 39 rated it as a project that was fairly successful. This implies that the project lacks some inputs to be more successful.

4.5 Assessing the project practice using the project management knowledge areas

Assessments of each of the project management knowledge areas in the project office is obtained by taking mean scores of the questions and responses of respondents under each knowledge areas and results are discussed in the following sections. Mean Values have been interpreted by adopting the criteria suggested by (Scott, 1999). He suggested that for likert type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5 (Strongly Agree/Highly Satisfied), interpretation should be like; mean up to 2.8 is considered as Disagree, from 2.9 to 3.2 means neutral or neither disagree nor agree and mean above 3.2 is considered as an agree.

Table 4.3 the Practice of Project Scope Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	n	%	n	%	N	%	
Plan scope management was defined	0	0.0	9	22.0	14	34.1	18	43.9	0	0.0	41	100	2.78
Requirements were defined	0	0.0	6	14.6	8	19.5	25	61.0	2	4.9	41	100	2.44
WBS was created	0	0.0	2	4.9	17	41.5	18	43.9	4	9.8	41	100	2.41
Scope was verified	0	0.0	4	9.8	11	26.8	21	51.2	5	12.2	41	100	2.34
Changes to project scope was controlled	0	0.0	5	12.2	10	24.4	24	58.5	2	4.9	41	100	2.44
Average													2.48

*n: is frequency

Based on the table shown above 9(22%) respondents agreed that plan scope management was well defined on the project and 14 (34.1) respondents were uncertain whether plan scope management was defined or not. Whereas the remaining 43.9% (18) respondents disagreed that the plan scope management was clearly defined. This implies that plan scope management was not defined well for the project.

The same table shows the responses of the respondents to inquiries if requirements were defined and out of the 41 respondents, 6(14.6%) agreed that the requirements were defined and 8(19.5) were not sure if requirements were defined, however the majority of the respondents disagreed and strongly disagreed that the requirements were defined, with response rate of 25(61%) and 2(4.9%) respectively. This shows the project requirements were not defined cohesively.

The other question put forward to the respondents was if WBS was created and 2(4.9) respondents agreed that it was created, 17(41.5%) put themselves on neutral, 18(43.9%) respondents agreed that WBS was created and the remaining 4(9.8%) strongly agreed that it was created. Based on this result, a conclusion reached that WBS was not created as good as it was supposed to be. Respondents were asked if scope was verified as it is shown table 4.3, and 4(9.8%) agreed that it was verified, 11(26.8%) were uncertain about it, 21(51.2%) disagreed that scope was verified and 5(12.2%) strongly disagreed. Hence, this result shows that greater part of the respondents disagreed scope was verified.

In response to the question that was intended to know if changes to the project scope were controlled, only 5(12.2%) of respondents agreed and 10(24.4%) were uncertain, whereas 21(51.2%) disagreed and 5(12.2%) strongly disagreed. Therefore, it can be analyzed based on the response of the majority that changes to the project scope were not controlled.

Hence, based on the above elaboration and the average mean of the factors under project scope management, which is 2.48, it was shown that the practice of project scope management was not carefully done on the project. This same idea is supported by the interview conducted with the project coordinator as the plan/target was beyond the cost and time budget of the project.

Table 4.4 the Practice of Project Time Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Time/Schedule Plan was Developed	0	0.0	25	61.0	12	29.3	4	9.8	0	0.0	41	100	3.51
Activities were defined	0	0.0	8	19.5	11	26.8	22	53.7	0	0.0	41	100	2.66
Activities were sequenced	0	0.0	2	4.9	13	31.7	20	48.8	6	14.6	41	100	2.27
Duration of activities were estimated	0	0.0	4	9.8	12	29.3	21	51.2	4	9.8	41	100	2.39
Changes to the project schedule was controlled	0	0.0	2	4.9	9	22.0	23	56.1	7	17.1	41	100	2.15
Average													2.5

*n: is frequency

On table 4.4, the mean of each factors and the average mean of the factors under project time management has been indicated, it can be understandable that time/ schedule plan was developed and activities were somehow defined. Since the defined activities were not sequenced, the duration of the activities was not estimated and changes to the project schedule were not as controlled as they should have been, majority of the respondents disagree that project time management was done cautiously.

The project documents that were reviewed also confirmed that a schedule delay was seen in the project. This same statement is also supported by the interview result that was held with the project coordinator and two project managers, during the interview it has been elaborated that the project has been delayed for seventeen months but didn't incur any additional cost as there was no extra fund by JSDF and was forced to complete the project by the determined cost and time budget as much as possible. They also have confirmed that, if there was a careful and systematic time management throughout the project, the delay of schedule on the projects might not have occurred.

Table 4.5 the Practice of Project Quality Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	n	%	n	%	N	%	
Quality Standards were identified	0	0.0	22	53.7	17	41.5	2	4.9	0	0.0	41	100	3.48
Quality Standards were Reviewed	0	0.0	7	17.1	13	31.7	21	51.2	0	0.0	41	100	2.66
Project Performance were evaluated in regular basis	0	0.0	0	0.00	15	36.6	26	63.4	0	0.0	41	100	2.37
Results were monitored if they comply with the standards identified	0	0.0	2	4.9	19	46.3	20	48.8	0	0.0	41	100	2.56
Average													2.76

*n: is frequency

Table 4.5 shows the results obtained in response to the questions asked regarding the practice of project quality management in the project office. The mean of each factors shows that quality standards were defined but were not reviewed as they should have been. Moreover, performances of the project were not evaluated on regular basis as the mean shows 2.37 and is below average. The project results were monitored to verify their compliance with the identified standards but not to the expected level. Hence, the average mean of the factors, which is 2.76, showed that despite its presence it was not to the full anticipation. Although formal procedure was not followed as a standard for project management, practice of project quality was identified and project quality management was practiced.

Table 4.6 the Practice of Project Cost Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	n	%	n	%	N	%	
Quantity of the necessary resources were determined	0	0.0	9	22.0	14	34.1	18	43.9	0	0.0	41	100	2.78
Cost Plan was well-defined	0	0.0	4	9.8	10	24.4	25	61.0	2	4.9	41	100	2.39
The project cost was estimated	0	0.0	6	14.6	8	19.5	25	61.0	0	0.0	41	100	2.44
The required budget was determined	0	0.0	23	56.1	15	36.6	3	7.3	0	0.0	41	100	3.49
Changes to the project budget was controlled	0	0.0	0	0.0	15	36.6	24	58.5	2	4.9	41	100	2.32
Average													2.68

*n: is frequency

The majority of the respondents disagree that the factors of the cost plan management were practiced in the project, expect for the required budget determination, which has a mean value of 2.78 and shows the budget was determined but the project cost was not estimated to the full level. The other factor of project cost management is changes to the project budget, which was not controlled as per the 58.5% of the respondents' response fall on disagree response scale. This was supported by the interview conducted with the project coordinator, stating the project had a wide coverage of areas which they came to understand during the project and was difficult to control the budget changes. The project coordinator further elaborated that, out of the budget determined, USD300, 000 was refunded back to the JSDF because they could not meet some of the objectives they had initially set.

Table 4.7 the Practice of Project Risk Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Risk Mgt Plan was developed	0	0.0	0	0.0	9	22.0	24	58.5	8	19.5	41	100	2.02
Risks were identified and registered	0	0.0	0	0.0	13	31.7	18	43.9	10	24.4	41	100	2.07
Risks were prioritized and their implication was estimated	0	0.0	0	0.0	11	26.8	21	51.2	9	22.0	41	100	2.05
Risk response plan was developed	0	0.0	0	0.0	12	29.3	20	48.8	9	22.0	41	100	2.07
The identified risks were monitored and controlled	0	0.0	0	0.0	11	26.8	23	56.1	7	17.1	41	100	2.10
Average													2.06

*n: is frequency

According to Table 4.7 which is intended to show the practice of project risk management in the project office, it can clearly be seen that the mean of each factors and average mean of the factors become below average. This implies that, the project office has not practiced project risk management in a way that projects are expected to put into practice. This conclusion has been further confirmed by the interview held with the project coordinator and project managers by enlightening it with some incident the project faced. Some of the incidents the project encountered as a risk are fraud and corruption, monitoring and sustainability of the project.

Table 4.8 the Practice of Project Integration Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Project plan was developed by taking results of other planning processes and putting them into consistent document	0	0.0	0	0.0	11	26.8	19	46.3	11	26.8	41	100	2.00
The project was well managed	0	0.0	0	0.0	10	24.4	21	51.2	10	24.4	41	100	2.00
Project work was monitored and controlled	0	0.0	0	0.0	11	26.8	20	48.8	10	24.4	41	100	2.02
There was effective coordination of project Activities	0	0.0	0	0.0	10	24.4	23	56.1	8	19.5	41	100	2.05
Average													2.01

*n: is frequency

Table 4.8 illustrates that most of the respondents disagreed and strongly disagreed on almost all of the factors of project integration management practice in the project which has a mean value of 2.01. This statement has been supported by the interview conducted with the project coordinator, who elaborated by stating the project office focuses on practicing individual activities rather than integrating them together. The project coordinator said that the project delay and some unattained goals may not have happened if project integration was practiced in the project.

Table 4.9 the Practice of Project Stakeholders Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	n	%	n	%	N	%	
Project stakeholders were identified	7	17.1	26	63.4	8	19.5	0	0.0	0	0.0	41	100	3.98
Stakeholder Mgt plan was defined	12	29.3	24	58.5	5	12.2	0	0.0	0	0.0	41	100	4.17
There was effective communication between project stakeholders	4	9.8	21	51.2	14	34.1	2	4.9	0	0.0	41	100	3.66
Stakeholder engagement was controlled	1	2.4	24	58.5	13	31.7	3	7.3	0	0.0	41	100	3.56
Project progress was reviewed frequently with the customer	0	0.0	3	7.3	12	29.3	25	61.0	1	2.4	41	100	2.41
Average													3.50

*n: is frequency

As the above table shows, all the factors under stakeholders management have a mean value from 3.56 to 4.17 except the factor related to the frequency of project progress review with the customer which has 2.41 mean value. This result shows the project office has a good practice regarding the project stakeholder management. The document reviews as well as the interview conducted indicate similar results regarding the practice and confirmed that all the stakeholders were identified and communication between them was effective, and all the stakeholders were engaged as there was a monthly meeting between stakeholders to assure clear communication and mutual understanding. In addition, quarterly meetings were held between the WB and the State Minister, in order to monitor project progress.

Table 4.10 the Practice of Project Human Resource Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	n	%	N	%	N	%	
Project roles, responsibilities and required skill were identified	12	29.3	23	56.1	6	14.6	0	0.0	0	0.0	41	100	4.15
Organizational chart and position descriptions were clear	0	0.0	18	43.9	13	31.7	10	24.4	0	0.0	41	100	3.20
Availability and assigning HR	0	0.0	24	58.5	12	29.3	5	12.2	0	0.0	41	100	3.46
Project team was developed	2	4.9	29	70.7	5	12.2	5	12.2	0	0.0	41	100	3.68
Project team was managed and controlled	0	0.0	0	0.0	17	41.5	24	58.5	0	0.0	41	100	2.41
Average													3.38

*n: is frequency

Table 5.1 which is focused on the project human resource management shows an average mean of the factors, 3.38 which indicates the project office was in a good position regardless of the difficulty in managing and controlling the project team. During the interview conducted with the project coordinator it is understood that requirements, constraints and specific schedule dates of the project were clearly identified to all stakeholders; however, since the project teams do not have much knowledge about project management, all the practices they were experiencing was traditional. It was also recognized that, project team management and controlling would have been more interesting and effective if there were incentives to the project team.

Table 4.11 the Practice of Project Communication Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	N	%	N	%	n	%	N	%	
The information needed for the project were determined	4	9.8	24	58.5	13	31.7	0	0.0	0	0.0	41	100	3.78
The information needed was available to the stakeholders	1	2.4	26	63.4	14	34.1	0	0.0	0	0.0	41	100	3.68
Performance information was collected and disseminated	0	0.0	2	4.9	17	41.5	22	53.7	0	0.0	41	100	2.51
Information was generated gathered and disseminated to formalize project completion	0	0.0	20	48.8	17	41.5	4	9.8	0	0.0	41	100	3.34
Communication was controlled	0	0.0	3	7.3	13	31.7	24	58.5	1	2.4	41	100	2.44
						Average							3.15

*n: is frequency

Most of the respondents as shown on Table 5.2, put themselves on agree and strongly agree scale of response for the questions raised on the factors of the project communication management. This was also supported by the interview held with the project coordinator by elaborating that, the JSDF project, which was administrated by WB, was somehow effective in practicing project communication management despite the location of the projects. However, the project coordinator further explained that the communication was focused on reporting results of activities to WB rather than having two way communications.

Table 4.12 the Practice of Project Procurement Management

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total		Mean
	n	%	n	%	n	%	n	%	n	%	N	%	
Resources needed for the project were determined	0	0.0	28	68.3	8	19.5	5	12.2	0	0.0	41	100	3.56
Requirements of the project materials were documented	0	0.0	26	63.4	10	24.4	5	12.2	0	0.0	41	100	3.51
Potential Sources were identified	0	0.0	21	51.2	16	39.0	4	9.8	0	0.0	41	100	3.41
Appropriate quotations, bid, offers or proposals were obtained	0	0.0	24	58.5	13	31.7	4	9.8	0	0.0	41	100	3.49
Choosing from among potential suppliers was done properly	0	0.0	23	56.1	14	34.1	4	9.4	0	0.0	41	100	3.46
The relationship with the seller was well managed	0	0.0	31	75.6	2	4.9	8	19.5	0	0.0	41	100	3.56
Contract was completed and settled properly	0	0.0	10	24.4	5	12.2	26	63.4	0	0.0	41	100	2.61
Average													3.37

*n: is frequency

As can be seen in the above table, almost all of the factors under project procurement management practice show a positive response from the respondents with a mean value of 3.37. This result implies that more attention was given to project procurement management during the implementation of the project.

Table 4.13 Aggregate mean and standard deviation value of the project management knowledge areas

No.	Variables	Average Mean	Std. Deviation
1	Project Scope Management Practice	2.48	0.788
2	Project Time Management Practice	2.52	0.761
3	Project Quality Management Practice	2.76	0.610
4	Project Cost Management Practice	2.68	0.708
5	Project Risk Management Practice	2.06	0.699
6	Project Integration Management Practice	2.01	0.710
7	Project Stakeholders Management Practice	3.50	0.662
8	Project Human Resource Management Practice	3.38	0.686
9	Project Communication Management Practice	3.15	0.612
10	Project Procurement Management Practice	3.37	0.729

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the summaries of the findings, conclusions derived from the analysis and the recommendations that can help to improve the practice of Japanese Social Development Trust Fund Grant Project.

5.2. Summary of the findings

Based on the analysis, the below outlined findings were recognized;

- According to the response of the respondents for questions on general background of the project, all of the respondents respond that there is no separate project management department in the organization.
- Concerning the challenges of the project, it can be generalized that the challenges of the project are both internal and external. Of the internal challenges, the gap the project has in time, cost and quality ranks the first; and from the external challenges of the project organization culture took the first place.
- In response to training access in the organization, all the respondents replied that there was a training access even though the schedule for the training was not regular. Similarly, all the respondents of the questionnaire responded that they found the overall project status as fairly successful.
- The findings of the analysis for the project scope management shows that the project office has practiced scope management though the methods were not formal; that is why it failed to be well organized.
- The response of the respondents on the intent to know if there was a project time management, it has been clearly seen that the project botched and came across with an extended delay.

- In the analysis of the responses of the respondents to figure out if project quality management was practiced in the project, it was identified that practice of project quality was applied even though formal procedures were not followed as a standard for project management.
- Based on the finding of the analysis made on project scope management, majority of the respondents oppose that the practice of the cost plan management were performed in the project.
- In response to the questions about the project risk management, it has been found out that the project office did not practiced project risk management in a way that projects are expected to perform.
- The finding on the practice of project integration management also revealed that the project lacks to perform integration of different activities throughout the project life.
- Through the analysis made on project stakeholders, human resource, communication and procurement management, the mean value of the response of respondents' is more than three; which shows the project had a good practice on these areas.

In general, it has been shown that the project lacks to apply most of the project management areas exhaustively.

5.3. Conclusions

The major objective of the study was to assess the effectiveness of project management practices in JSDF grant project for support of ASM in Ethiopia based on the ten project management areas and findings of this study have led to the following conclusions.

Due to the fact that there is no separate project management department in the organization, project teams were not totally focused on the project; which made the project not to be successful as it was intended.

The project lacks to give more focus to the practice of project risk management which led to make unnecessary decisions and delay on the project.

Through the findings of this study some of the project management knowledge areas were practiced even though it was not with formal procedure. Of the knowledge areas; project stakeholders, human resource, communication and procurement management were practiced adequately but not in complete intent.

Out of the project management knowledge areas; Project scope, time, quality, cost, risk and integration management were not effectively practiced in the project.

Finally, it has been understood that, the practice of project management knowledge areas in line with project process groups would have helped the project to be more effective.

5.4. Recommendation

In order to improve the practice of project management knowledge and to minimize the problem of the gap between the actual theory and implementation of the project, the following possible recommendations are provided by the researcher.

- In order to have smooth flow of the project activities, the teams and the stakeholders who are part of the projects, first should define and prepare project scope management, which incorporates definition of plan scope management, requirement and scope definition, creating WBS and methods to control changes to the project scope.
- A great concern must be given to project time management by defining and sequencing activities, estimating the duration of activities, developing schedule and controlling changes to the project schedule.
- Project cost management factors should also be practiced by determining the resources needed, estimating the project cost in relation to the budget allocated and controlling changes to the project budget with a well-defined cost plan.
- Projects are uncertain business, by the very nature of its goal to create a uniqueproduct or service. Hence, major concern should also be given to project risk management by identifying, registering, prioritizing risks and their implication on the project; and develop risk response plan, prepare risk management plan, so as to monitor and control the identified risks.
- Project integration management is one of the knowledge areas that should extensively be applied in the project. Because, effective coordination of project activities could smooth out the project flow.
- All the project practices which seem to be implemented in the project need to follow the formal procedures of project management.
- Regarding to measuring the effectiveness of a project, the JSDF project's success would have been best if there was an extensive practice of the project knowledge areas.

5.5. Future Studies

The researcher recommends for further research to include other processes and practices of project management as this study focused only on knowledge areas of project management. In addition, since the practice of project management in Ethiopia is in its early ages, it is suggested that a wider research can be conducted in detail by including various project based organizations to compare their project management practice and contribute to its growth in Ethiopia.

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APPENDIX A:

Questionnaires and Interview

Addis Ababa University
College of Business and Economics
School of Commerce
Master of Project Management Program

Dear Respected project managers and team members:

This interview is conducted to collect data for a research on: Assessing Effectiveness of Project Management Practices: a case study on Japanese Social Development Trust Fund (JSDF) Grant Project for support of Artisanal Miners in Ethiopia. The information is going to be used as a primary data for this research. Therefore, your response and participation in the interview will be extremely valuable for the study. Please note that confidentiality of your response is secured and used only for the purpose of this study.

If you need to know the final results of the study, you may contact me via E- mail.

Thank you in advance for your voluntary participation.

Kind Regards
Tigest Sileshi
Mobile: +251910001734
Email:paradise.tig@gmail.com

1. Were the project requirements (scope), constraints and specific schedule dates clearly identified and communicated to all stakeholders?
2. Do roles and responsibilities, clearly communicated to all team and stakeholders?
3. Did the project take longer than planned?
   If yes, what kind of related costs does the project incur? _____
   If no, how did you manage it? _____
4. Did the final cost of the project exceed the initial budget?
5. If your answer for question number (2) is no, how did you manage it? _____
6. Was there a project scope change during the execution phase?
7. Were the time schedule, budget and quality of the deliverables monitored closely throughout the project's life-cycle? And how?
8. Did you notice early warning signs of problems that occurred in the project, and did you responded in time?
9. Did the final deliverables of the project satisfy the needs or requirements of all stakeholders?

Addis Ababa University
College of Business and Economics
School of Commerce
Master of Project Management Program

Dear Respected project managers and team members:

This questionnaire is conducted to collect data for a research on: Assessing Effectiveness of Project Management Practices: a case study on Japanese Social Development Trust Fund (JSDF) Grant Project for support of Artisanal Miners in Ethiopia. The information is going to be used as a primary data for this research believing that your frank and genuine responses will contribute vastly to the quality of the findings of this study. The researcher would like to ask you to kindly complete this questionnaire, as truthfully as possible as the responses you provide will be kept confidential and will be used only for the study under consideration.

Thank you in advance for taking part in this endeavor.

Kind Regards
Tigest Sileshi
Mobile: +251910001734
Email:paradise.tig@gmail.com

Direction

- No need of writing your name;
- Put “X” mark or circle your choice;
- If you cannot get any satisfying choice among the given alternatives, you can write your answer, in the space provided for the option;
- For the open ended items, give brief answer in the space provided.

Part I: Demographic characteristics and general background of the respondents

1. Sex:
   Male [] Female []
2. Age:
   Below 30 [ ] 31-40 [ ] 41-50 [ ] above 50 [ ]
3. Educational Level
   PHD [ ] MA/MSc [ ] BA/BSc [ ] Diploma [ ] High School completed [ ]
   If other, please specify_____
4. Field of Specialization (The field you have studied) _____
5. Position in the organization:
   Project Coordinator [ ] Project manager [ ]
   Project Member [ ] Support Staff [ ]
6. Service period in the project work (in year)_____

Part II. General Issues

1. Is there separate project management department in your organization?
   Yes [ ] No [ ]
2. Major Challenges of the Project
   Internal
   Lack of clarity in the scope of the project [ ]

Time, cost and quality [ ]

Resources [ ]

Policies and procedures [ ]

External

Organizational culture [ ]

Government [ ]

Environment [ ]

3. Is there a project management training access in the organization?

   Yes [ ] No [ ]

4. If your answer on Question number (3) is yes, how often?

   Monthly [ ] Quarterly [ ] Semi-annually [ ] Yearly [ ] Once [ ]

5. What is the status of your project in terms of success

   Very successful [ ] Successful [ ] fairly Successful [ ] Not Successful [ ]

Part III: Questions related to the ten Knowledge Areas of Project Management according to PMBOK

Based on your experience in the JSDF grant project, please feedback to what extent do you think the following factors listed under each project management knowledge areas are important to the effectiveness of the project.

(5=Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

No.	***I. Project Scope Management***	5	4	3	2	1
1	Plan scope management was defined (As a basis for future project decisions.)					
2	Requirements were clearly defined from the beginning					
3	WBS was created (WBS (Work Breakdown Structure is a key project deliverable that organizes the team's work into manageable sections)					

4	Scope was verified (formalizing acceptance of the project scope)					
5	Changes to the project scope was controlled					
	II. Project Time Management					
1	Time/schedule management plan was developed					
2	Activities were defined					
3	Activities were sequenced					
4	Duration of activities were estimated					
6	Changes to the project schedule was controlled					
	III. Project Quality Management					
1	Quality standards of the project were identified					
2	Quality standards of the project were reviewed					
3	Project performance were evaluated on regular basis					
4	Results were monitored to check if they comply with the quality standards identified					
	IV. Project Cost Management					
1	The quantity of the necessary resources were determined					
2	Cost plan was well-defined					
3	The project cost was estimated					
4	The required budget was determined					
5	Changes to the project budget was controlled					

	V. Project Risk Management					
1	Risk management plan was developed					
2	Risks were identified and registered					
3	Risks were prioritized and their implication on the project was estimated					
3	Risk response plan was developed					
4	The identified risks were monitored and controlled					
	VI. Project Integration Management					
1	Project plan was developed by taking the results of other planning processes and putting them into consistent document.					
2	Project work was managed					
3	Project work was monitored and controlled					
4	There was effective coordination of project activities					
	VII. Project Stakeholder Management					
1	Project stakeholders were identified					
2	Stakeholder management plan was defined					
3	There was effective communication between project stakeholders					
4	Stakeholders engagement was controlled					
5	Project progress was reviewed frequently with the customer					
	VIII. Project Human Resource Management					

1	Project roles, responsibilities and required skill were identified					
2	Organizational chart and position descriptions were clear					
3	Availability and assigning human resource					
4	Project team was developed					
5	Project team was managed and controlled					
	IX. Project Communication Management					
1	The information and communication needed for the project were determined					
2	Making needed information available to project stakeholders					
3	Collecting and disseminating performance information					
4	Generating, gathering, and disseminating information to formalize phase or project completion					
5	Control communication					
	X. Project Procurement Management Factors					
1	Resources needed for the project were Determined					
2	Requirements of the project materials was documented					
3	Potential sources were identified					
4	Appropriate quotations, bid, offers or proposal were obtained					
5	Choosing from among potential sellers					

6	The relationship with the seller was managed					
7	Contract was completed and settled properly					

You have opinion for other factors, please describe;

- _____
- _____
- _____
- _____

********** *Thank you for your time* **********

APPENDIX B:

Reliability Test Tables

Scale: Reliability test table for the overall questions based on the ten project management knowledge areas

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.880	.885	50

Scale: Project Scope Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.787	.787	5

Scale: Project Time Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.728	.721	5

Scale: Project Quality Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.711	.715	4

Scale: Project Cost Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.705	.705	5

Scale: Project Risk Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.741	.744	5

Scale: Project Integration Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.702	.705	4

Scale: Project Stakeholder Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.731	5

Scale: Project Human Resource Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.710	.700	5

Scale: Project Communication Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.718	.721	5

Scale: Project Procurement Management Factors

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.706	.735	7